

**EVALUATION REPORT FOR EVALUATION OF RESEARCH
ORGANIZATION IN THE SEGMENT OF HIGHER EDUCATION
INSTITUTIONS IN YEAR 2025**

HIGHER EDUCATION INSTITUTION NAME: College of Polytechnics Jihlava

COMPANY REGISTRATION NUMBER (CRN): 71226401

THE LIST OF EVALUATION UNITS IN MODULE 3: College of Polytechnics Jihlava

CHAIRPERSON OF INTERNATIONAL EVALUATION PANEL

Name and surname: Luděk Hynčík

Phone number: [REDACTED]

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LIST OF INTERNATIONAL EVALUATION PANEL MEMBERS		
Name and surname	Position in IEP	Current position
Luděk Hynčík	Chairman	Associate Professor & Director for International Cooperation, University of West Bohemia, New Technologies - Research Centre
György Ágoston	Member	Professor at a College, University of Dunaújváros, Institute of Informatics
Marcela Bezdičková	Member	Associate Professor, Swansea University, Faculty of Medicine, Health and Life Science, Medical School
Jiří Vejvoda	Member	External Service provider (Škoda Auto, a.s.)
Katri-Liis Lepik	Member	Associate professor, Social Entrepreneurship MA program curator, School of Governance, Law and Society, Tallinn University
Jiří Špale	Member	Academic Staff with Teaching Assignments, Faculty Mechanical and Medical Engineering, Furtwangen University
Mirela Erić	Member	Full professor, Head of the Department of Anatomy, Faculty of Medicine, University of Novi Sad
Filip Zrno	Methodologist	Ministry of Education, Youth and Sport
Stanislava Lemperová	Secretary	College of Polytechnics Jihlava, Department of Science, Research and Commercialisation of the Results

PROVIDERS METHODOLOGIST

Name and surname: Filip Zrno

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Date of on-site visit of higher education institution: 17 June 2025

In Pilsen, date 17 October 2025

Signature _____
(IEP chairperson)

EVALUATION REPORT IN MODULE 3

NAME OF EVALUATED UNIT: COLLEGE OF POLYTECHNICS JIHLAVA

FORD: 2 - Engineering and technology

SOCIAL CONTRIBUTION OF THE EVALUATED UNIT

3.1 Introductory information about the unit under evaluation

Indicator 3.1 is a non-evaluated indicator that provides basic information about the evaluated unit such as its mission and vision, organizational structure, size and staffing, or R&D&I capacities.

Commentary:

The College of Polytechnics Jihlava (further referred as “College”) is an important higher education institution in the Vysočina Region. Taking into account its location between two major university cities, Prague and Brno, it tackles the gap in the regional education, research and development and the third role. The range of study fields is wide attracting mainly local applicants whose education is needed for the development of the Vysočina Region. The study fields except midwifery are arranged in both full-time and combined forms. All study fields (engineering, health sciences and finance and management) are also supported by research activities funded by projects and/or local companies. Moreover, the study area related to tourism and running own travel agency is quite unique and offers the space for applicants outside the region too. The non-university status of the College allows to graduate Bachelors and Masters fully make sense for the region. The College is led by rector supported by 4 vice-rectors with distributed competences. The College fully fulfils its mission and vision to provide quality professionally oriented education based on social trends, the needs of practice and within the region. It has been strongly supported implementation of research and development and other creative activities, the results of which are well applied in practice. The third role focuses on the region and society, supporting the growth of education, encouraging social responsibility, and sharing knowledge and good practices.

RECOGNITION BY THE RESEARCH COMMUNITY

3.2 Recognition by the research community

Evaluate the position of the evaluated unit in the R&D&I research community based on the facts presented in indicator 3.2 and its annexed tables (3.2.1 to 3.2.5).

Rating [1–5]:

3 - Average

Qualitative assessment:¹

The College has demonstrated national and international recognition in various fields of R&D&I. A good range of researchers are active in different fields as evaluation panels, international invited lectures, or editorial boards of scientific journals. Some researchers have obtained prestigious international awards. Unfortunately, in the editorial boards as well as invited lecturers, the same

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

names are listed. The scope is pretty much within the Europe, but this is adequate related to the status of the College. The list and professors in Table 3.2.1. is valuable, but not outstanding. Table 3.2.2. exhibit a strong list with special advantage covering 4 different scientific fields and even including elements from outside the EU. There is a strong image of doc. Pekař. Compared to the evaluation period and the number of lecturers, the list in Table 3.2.3. should be extended. Table 3.2.4. is inadequate. The list in Table 3.2.5. is strong, but with 2 exceptions, it only contains Czech or Slovak elements. The situation relates clearly to the absence of PhD programs, but an improvement is required.

Recommendations:

- Invite recognised researchers for short (delivering lectures, or running workshops), medium- or long-term (joint research initiatives, visiting scholar programs) visits to bring additional value to the research.
- Enrol more scientists as members of editorial boards, which is easy and brings results through the networking.
- Intensify international cooperation, mobility of students and university professors (ERASMUS and similar programmes).

RESEARCH PROJECTS

3.3 Research projects

Evaluate the most important research projects of the evaluated unit, especially regarding the results achieved and the application potential of the project, the proportionality with respect to the R&D&I capacities of the evaluated unit, the degree of interdisciplinarity and collaboration with other parts of the evaluated HEI, and the consistency with the declared mission and vision of the evaluated unit. Use the data from the full list of research projects and contract research activities in Tables 3.3.1 and 3.3.2 to supplement the evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

The College has been proactive in securing solid funding for numerous research projects across different departments (however, the majority of projects sits with the Department of Technical Studies) and actively cooperates at the regional (e.g. JIHLAVAN company or the Vysočina Region), national (University of Liberec, the Academy of Science) and international (Universities from Germany or South Korea) levels. The College has received funding for basic (GAČR) and applied (TAČR) research, either as a principal investigator or a partner. The topics cover all research fields of the College. Unfortunately, no project from foreign resources is available. The College also focuses on cross-border cooperation (Germany, Austria). The research projects demonstrate a practical orientation that is consistent with its mission. Many projects respond directly to regional economic and societal challenges, such as technical support for regional SMEs, the development of social care tools, and applied informatics solutions. The volume and ambition of these projects are appropriate for the institution's current capacity. Interdisciplinary collaborations, especially between the technical and social science domains, are emerging and promising. The list proves that there are sufficient specialists and technical background available.

Recommendations:

- Attract more foreign countries for cooperation and focus on foreign grants (consider contacts of your recognised researchers to be invited to international consortia).
- Allocate the support capacity for grant writing and project management.

- As an owner of the Travel Agency, there is still space to develop more projects in tourism with wide applications at national and international levels.

3.4 Research results with existing or prospective impact on society

Evaluate the research results already applied in practice or intended to be applied in practice. When evaluating, consider whether the results are proportionate to the R&D&I capacities of the evaluated unit, how they contribute to the fulfilment of the mission and vision of the evaluated unit and, if stated in the self-evaluation, how the results take into account the gender dimension and sustainability. Use the data from the full results summary in Table 3.4.1 to supplement the evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College demonstrates a clear intention to produce socially impactful research. Its outputs are applied by companies (utility models, technologies) or the public sector (strategies, studies). The impact is tangible, though typically local. The list shows that the research work carried out at the institution is mainly in the field of applied research and represents real added value for society, rather than some theoretical inventions. The IEP was also assured on technical background (laboratories) availability during the on-site visit. There is a wide spectrum of clear evidence on the successful implementation of research project results in practice. The applied results are fully linked to the research projects, research and development capacities and prove the ability of the College to transfer results into practice. The mission of supporting regional companies is being fulfilled. The new and innovative results also contribute to the sustainability of the development of products and services. The applied research also contains prototypes, which are very important for connecting theory and simulations with reality. Projects as Mobile Audiometry, mobile audiometric system and methodology of individual planning for seniors with hearing impairment, focused on the elderly, and it has been used in different settings, while utility models, developed software or patent contribute to development at the regional level. The research results mentioned in Table 3.4.1 are in line with the focus of the College and cover all its research fields, but especially the aviation industry, medicine, education, and Android-based software and they are involved in national and international use. There is a potential of research continuation and extension. Gender and sustainability dimensions are not mentioned, and it is not clear how they are integrated into project planning or outcome evaluation.

Recommendations:

- Establish a structured framework for evaluating and communicating the societal impact of research, including sustainability and inclusion metrics.
- Proactively looking at wider users in public for results at national and international level (referring to non-public revenues in 3.5).
- Reconsider using the new educational devices obtained for the midwifery trainings and the "Intensive Care Unit" not only for student trainings, but also for R&D examples: trying to develop new medical procedures and methods, trying to find new medical approaches that could be used (as a new training element) using the existing resources.

TRANSFER OF RESULTS INTO PRACTICE

3.5 Transfer of results into practice

Evaluate the effectiveness of the transfer of results into practice by the unit being evaluated. Pay attention to whether the composition of the stated users of the results or the way the R&D&I results are commercialised (if stated) is consistent with the R&D&I results produced and the mission and vision of the evaluated unit and how successful the evaluated unit is in its activities, such as attracting new users of the results, commercialising the R&D&I results and obtaining funding from non-public, non-grant sources.

Rating [1–5]:

3 - Average

Qualitative assessment:

The College provides transparent evidence of transferring results into practice as the results are applied in most cases by the main project beneficiaries. The ownership of the results depends on the degree of involvement of the partners in the production of the specific result, but results are applied by the companies mostly. However, the knowledge and technology transfer is still at a developmental stage. While there are cases of research results being applied in practice, such efforts are dependent on individual initiative rather than an institutionalised system. Commercialization is limited, and partnerships with industry, though growing, are not yet strategically supported. Further activities in this direction would be recommended. The projects are directly tailored to funders.

Recommendations:

- Strengthen institutional infrastructure for knowledge transfer, including dedicated staff, incentive systems, and long-term strategic partnerships with industry and public sector actors.
- Initiate activities towards securing non-public funds besides grants or contract research, e.g. donations, as there is a high potential of implementing the results, especially in the public sector.
- Addressing a wider spectrum of results application within the project design would help wider application and strengthen the position of the College at the public sector.
- Increase the number of patents and applied research results protection (it is also connected with the internal system of IPR).

POPULARIZATION OF VAVAI

3.6 The most important activities in the field of popularization of R&D&I and communication with the public

Evaluate how active and successful the evaluated unit is in the field of popularisation of R&D&I and communication with the public.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

Great effort has been put into popularisation of R&D&I by the College at the regional, national and international levels to disseminate results of research and to attract prospective students as well as inform the public about the College activities and success. The College runs its own podcast, organises scientific conferences, publishes its own journals and is very active in national events. Particularly, the rector actively and regularly contributes to LinkedIn and Facebook in a very smart way, bringing the information given to the broader public. Students are often involved in

community projects, reinforcing the practical dimension of their education and contributing to the college's visibility. The College also actively cooperates with secondary schools, invites students to laboratories, and thus there is an opportunity to attract skilled students. Establishing the new Science, Research and Output Commercialization Section has been a positive step forward in supporting all these activities.

Recommendations:

- Organise international scientific conferences (congresses) and workshops.
- Use the field of Travel and Tourism that would promote the Travel Agency of the College.

IMPLEMENTATION OF RECOMMENDATIONS

3.7 Implementation of the recommendations in Module 3

Evaluate how the evaluated unit has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the evaluated unit has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

3 - Average

Qualitative assessment:

The College has reflected the particular recommendations reasonably, but clear examples and evidence are missing in the self-evaluation report. In additional documents provided by the College, there is clear evidence on reflections on the recommendation (e.g. outreach sessions, international cooperation with Austria, motivation system for employees). Some of them are not very clear (e.g. "AP are informed about...") but give the overall picture of development. Some of them are not implemented at all (e.g. to fix the intersection of tourism and some parts of medicine).

Recommendations:

- Reflect to each recommendation in the next self-evaluation report. Improvements across module 3 are obvious and well evidenced. It's explicit that all recommendations cannot be met because of different conditions, but clear evidence and reflection on the given recommendations from the previous evaluation would give transparent progress steps and a good review on areas that the college struggles with and can be targeted in the future as self-reflection.

EVALUATED UNIT RATING

Evaluation of unit

Having evaluated the individual criteria of module M3, please summarise your evaluation in the context of the module, describing and justifying the strengths and weaknesses of the unit being evaluated.

3.1 Introductory information about the unit under evaluation	NOT RATED
3.2 Recognition by the research community	3 - Average
3.3 Research projects	3 - Average

3.4 Research results with existing or prospective impact on society	4 - Very good
3.5 Transfer of results into practice	3 - Average
3.6 The most important activities in the field of popularization of R&D&I and communication with the public	5 - Outstanding
3.7 Implementation of the recommendations in Module	3 - Average
Average rating [1–5]:	3 - Average
Grade [A–D]:	C
Summary assessment: The College is a locally important HEI in the Vysočina Region with a strong applied focus and a clear mission to serve regional needs through education and research. It performs adequately, even with limited internationalisation. Its societal contributions are good with its local collaborations and applied research projects. The position of the College, which is the only public higher educational institution in the Vysočina Region, gives the first choice in the region for potential partners from both the private and public sectors for cooperation. The College has also set a system for supporting spin-off firms and defining rules for the treatment of IPR. The College also supports the commercialization of R&D&I results. The College fulfils its mission of offering quality studies and being a partner for the regional industry very well. There is still room for improvement in terms of internationalisation and recognition by the global scientific community. The College focuses on projects supporting mainly the local industry, supported by the local providers and EU cross-border cooperation (Germany, Austria). The research results are in line with the focus of the College and cover all its research fields. In relation to the recommendation from the previous evaluation, progress is noted because the number of projects and researchers has increased. Also, more departments are involved, and interdisciplinary collaborations are being implemented and increased.	

Summary recommendations:

- Attract recognised researcher to host at the College.
- Focus on the areas of R&D that need further development.
- Use your expertise in the medical fields in interdisciplinary projects with foreign partners, possibly also in multi-party research projects. Support promoting results nationally & internationally.
- Improve international cooperation, mobility of students and academic staff.
- Secure funding from foreign resources.
- Be involved in international consortia for investigating projects.
- Foster implementing results into practice.
- Research results could be better visible in the community (social media, newspapers).
- Even there is a strong impact in implementing results in the engineering field, and based on the on-site visit, the panel recommends considering changing the field of research, in which the College will be evaluated in the next evaluating period.

SUMMARY RATING IN MODULE 3

MODULE 3 – SUMMARY RATING

After evaluating the individual units, please provide a summary evaluation of social relevance in Module 3 for the HEI as a whole. Please assess the balance of the evaluated units, how they contribute to the mission and vision of the HEI and describe the strengths and weaknesses of the HEI assessed in Module 3.

The summary rating is determined in accordance with the rules of the Methodology HEI2025+ as the average of the grades of the individual units, weighted by their size in terms of FTE staff.

EVALUATED UNIT	Grade [A–D]
College of Polytechnics Jihlava	C
	Choose an option
	Choose an option
	Choose an option
	Choose an option
Summary grade	C

Summary quality assessment:

The College is a locally important HEI in the Vysočina Region with a strong applied focus and a clear mission to serve regional needs through education and research. It performs adequately, even with limited internationalisation. Its societal contributions are good with its local collaborations and applied research projects. The position of the College, which is the only public higher educational institution in the Vysočina Region, gives the first choice in the region for potential partners from both the private and public sectors for cooperation. The College has also set a system for supporting spin-off firms and defining rules for the treatment of IPR. The College also supports the commercialization of R&D&I results. The College fulfils its mission of offering quality studies and being a partner for the regional industry very well. There is still room for improvement in terms of internationalisation and recognition by the global scientific community. The College focuses on projects supporting mainly the local industry, supported by the local providers and EU cross-border cooperation (Germany, Austria). The research results are in line with the focus of the College and cover all its research fields. In relation to the recommendation from the previous evaluation, progress is noted because the number of projects and researchers has increased. Also, more departments are involved, and interdisciplinary collaborations are being implemented and increased.

Summary recommendation:

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- Use your expertise in the medical fields in interdisciplinary projects with foreign partners, possibly also in multi-party research projects. Support promoting results nationally & internationally.
- Improve international cooperation, mobility of students and university professors.
- Secure funding from foreign resources.
- Be involved in international consortia for investigating projects.
- Foster implementing results into practice.
- Research results could be better visible in the community (social media, newspapers).

- Even there is a strong impact in implementing results in the engineering field, and based on the on-site visit, the panel recommends considering changing the field of research, in which the College will be evaluated in the next evaluating period.

EVALUATION REPORT FOR MODULES 4 & 5

HIGHER EDUCATION INSTITUTION NAME: COLLEGE OF POLYTECHNICS JIHLAVA

COMPANY REGISTRATION NUMBER (CRN): 71226401

MODULE 4 – VIABILITY

ORGANISATION AND MANAGEMENT OF R&D&I

4.1 Organisation and management of R&D&I

Evaluate the organizational structure and setup of the R&D&I management system in relation to the size and type of the university and its mission and vision. Also consider comparisons with foreign universities of similar size and focus.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:¹

The College is logically structured at each level from top management to supporting centres. Particularly two-way transfer of information between research management, researchers and academics (also via Head of departments) ensures updates and all relevant information have been distributed at appropriate level. The Vice-Rector for Research and Project Activities is responsible for managing the R&D&I and the related supporting services (library, project centre and newly established commercialisation unit, which is important for addressing not only local companies for transfer of knowledge). Considering the College, such setup is convenient to run and control research and development activities. There is an adequate number of senior management (including R&D&I issues) with excellent professional competence. Its ratio, compared to the number of academic/scientific staff is decent. The flat organizational unit (no faculties and deans) provides a more effective institutional management system; senior management decisions can be implemented more effectively. At the same time, the small institutional size also allows for direct (personal) interaction with senior management. The R&D&I structure is appropriate for its operational context and allows integration across applied disciplines like engineering, informatics, health, and social sciences. There are clear competencies and motivations set-up.

Recommendations:

- Unify terminology in supporting units to keep consistency (Centre versus Section).
- Clarify management responsibilities for institutional growth.
- Establish working group for scientific research work and better visibility of research results in the community consisting of researchers from different fields (possibly inter-institutional).

¹ Provide verbal assessment of the indicator and briefly comment on the reasons for awarding the specific rating. Follow a similar procedure for the other indicators.

R&D&I QUALITY MANAGEMENT AND SUPPORT SYSTEM

4.2 System of support for a quality R&D&I environment and incentive measures for quality science

Evaluate the systems/measures/tools described to stimulate high-quality science at the HEI being evaluated. In your evaluation, consider the documented effectiveness of the measures described, their impact on achieving the mission and vision of the HEI being evaluated, the realization of excellent science and the possible absence of key systems/measures/tools.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The headquarters provide full support to the researchers preparing and investigating projects according to the internal guidelines. Those projects as well as their outcomes are in line with the strategic directions of the College developed within the discussion with particular departments. There is complete evidence of good internal support (IGS) to researchers from onsite meeting. The College creates conditions and motivates academic staff in the area of research and development by a large number of systems / measures / tools such as support system for obtaining projects (national and foreign), project consultancy / management / support administration system, science management, internal grant schemes, new research teams, excellence in science support system and interdisciplinary research support system. Specific undergraduate research support funding gives additional value to attract young researchers from external funding. The College also rewards publication activity and external funding. The institution has launched initial steps towards recognizing excellence but lacks a systematic talent development framework. There is a good progress in this area since the last evaluation period.

Recommendations:

- Establish a financial motivation for acquiring new projects (e.g. some small percentage of personnel cost).
- Motivate personnel to create new external interdisciplinary research teams (based on previous projects) that could bring combination of internal and external funding and new opportunities to cooperate outside the College.
- Introduce structured mentoring and publication support mechanisms.
- Follow the effectiveness of the use of financial support.

4.3 Quality control system for R&D&I environment

Evaluate the described internal and external evaluation system in terms of its quality, effectiveness and suitability for the HEI.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College has a robust quality assurance system. There is evidence on internal quality evaluation by independent councils and boards, external experts and accreditation committee and on providing regular feedback, self-assessment reports, peer reviews and bibliometrics analysis of results. The college has described policy used towards ethics in research and a future plan for implementation of ethics training for staff and students and whistleblowing policy. The internal evaluation system covers all necessary aspects of successful research and development including projects, results, commercialisation, publications and staff. The internal evaluation is done by the Academic Council and the Supervisory Board, assessing the College's performance with respect to the strategic plans. The external evaluation is done by law by the National Accreditation Office and the Methodology

M17+. The College has also implemented the Ethics Committee and the Whistleblowing opportunity for its employees.

Recommendations:

- Include the regular review of all control system reports such as self-assessment reports, peer review from independent experts, regular feedback, professional development review of staff, etc. Use the results from these reviews to determine how often evaluations should occur and to guide future goal setting.
- Implement regular internal peer-review mechanisms and tie quality evaluations to strategic funding decisions.
- Expand the role of the Ethics Committee to include evaluating research proposals and overseeing ongoing projects, specifically to ensure that human-related ethical considerations are properly addressed whenever relevant in the research.
- Provide information regarding frequency of assessment and evaluation and who are the members of Ethics Committee.

4.4 Sustainability and resilience of R&D&I

Evaluate the described system of measures for sustainability and resilience of R&D&I in terms of their quality, effectiveness or possible absence of key measures.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College has implemented systems and measures towards sustainability and resilience of research and development, supported by internal regulations. It concerns transfer of knowledge, ethics, digitalisation and Open science. From the third role point of view, the College representatives are active in the region, fully in line with the College's mission. The College issued the Sustainable Development and Social Responsibility Strategy of the College of Polytechnics, which sets out the policy, mission, vision, strategic intent and strategic objectives in the area of sustainable development and social responsibility. Focus is on knowledge transfer system and intellectual property protection, and transfer of R&D&I results to civil society. Ethics, personal data protection, digitalization and use of smart technologies (using AI in science and research). The College provides strong evidence in the third role to transfer research results into civil society and interaction with local actors. The given examples proved strong position of this HEI in the Vysočina Region. Activity in Open Science infrastructure shows evidence on proactively creating opportunity for staff and students. Digitalization process with all aspects as AI is in process of development that shows improvement and updates. The sustainability strategy is centred on practical research serving local stakeholders. While this supports resilience, there is minimal evidence of risk analysis, long-term infrastructure planning, or environmental sustainability planning in R&D. The institution recognizes vulnerabilities in staff retention and grant dependence. The laboratory infrastructure (including the latest acquisitions) viewed during the on-site visit, the discussions with the professionals working there, and the involvement of students in some research projects point to a strong institution that can withstand the challenges of resilience.

Recommendations:

- Digitalise further processes, especially related to employees (travelling, time sheets, vacations).

- Set up list of mandatory training for staff / students on ethics and digitalisation to make sure all regulations are implemented (also for ease-of-use and efficiency of implemented digitalised systems).
- Extend usage of AI in other areas, not only mainly in science and research. AI can bring increase of efficiency also in other areas, administration task and other. To ensure effective and responsible adoption, mandatory training should be provided to equip staff and students with the skills to use AI efficiently and ethically, to maximise its benefits across the institution.
- Introduce long-term sustainability planning and build flexible funding reserves.

PERSONEL POLICY

4.5 Structure of human resources

Evaluate the described structure of human resources at the evaluated HEI in terms of age composition, degree of internationalization, distribution by job classification, and gender balance. For the assessment, use the data from the annexed tables 4.5.1 and 4.5.2; it is also possible to draw on the more detailed staffing data presented in indicator 3.1 of the self-evaluation reports for the evaluated units.

Rating [1–5]:

3 - Average

Qualitative assessment:

The structure of human resources is almost stable comparing to the last evaluation period. There are insignificant changes (under 5 %) in comparison with the last evaluation. Positive trend is for example in female share in professor category, in comparison with 2020 (8.9 %) situation in 2024 is almost doubled to 17.7 %. But it is still relatively low. There is a gradual decrease in the proportion of women in associate professors and assistant professors. Overall, we can see stabilization of the age structure, slightly decreased number of senior academic positions. The risk is the replacement of scientists who have retired with new young staff. In the area of foreign experts, there is no change in comparison to 2020 (there are no foreign experts in academic positions). Personnel dynamic is expected based on the development of the College. The institution is facing challenges in the HR area. There are plans for the HR Award, but it is unclear in what stage this process is at the time of evaluation.

Recommendations:

- Set up a clear plan towards HR Award to meet all criteria required.
- Attract professor and/or associated professor from the Czech Republic to move to the College.
- Attract foreign experts to come to the College for medium- or long-term visits (deliver lectures, initiate new research topics).
- Attract early careers staff and staff under 29 that have potential in the expert field with potential international cooperation (supporting HR Award).

4.6 Academic and Research Careers

Evaluate the described system for the recruitment and career development of academic and research staff. Evaluate the system in terms of its quality and effectiveness, as well as the potential absence of key elements.

Rating [1–5]:

3 - Average

Qualitative assessment:

The College has system for career growth for academic staff Development Strategy, Career Regulations and Evaluation of Academic Workers of the College of Polytechnics Jihlava. The College takes considerable care of the employees including a recruitment system for foreign experts. However, only standard processes are applied, even there assures a employees-friendly working environment, and the career development pathways are mostly informal. Entry-level researchers have limited long-term prospects for academic development. The outcome of recruitment is a decision of multi-member committee that ensures objectivity. New staff is well accommodated with newcomers' Handbook for employees of the College of Polytechnics Jihlava available with all essential details to settle well in new HEI environment. Sabbatical is specifically reserved for the achievement of habilitation or full professor status. The working environment seems pleasant, as confirmed by interviews during the on-site visit.

Recommendations:

- Prepare special incentives for attracting foreign employees (e.g. higher-level salary and/or accommodation).
- Official mentoring system would be useful for clear guidance of new staff (as no official mentoring system is set up).
- Define clear project steps towards acquiring HR Award, which is an attraction for international cooperation.
- Design a formal academic career framework with transparent evaluation and promotion criteria.
- Encourage international exchange programs for employees.

4.7 Gender equality measures

Evaluate the gender equality measures described in self-evaluation. Evaluate the measures in terms of their quality and effectiveness, as well as the potential absence of key measures.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College keeps the gender balance in both the recruitment process and the recruitment committee. The top university management is well balanced from the gender point of view, as well as the Academic Senate and the Academic Council. Standard activities and measures are implemented. The College holds a gender equality plan. No special benefits except indirect teaching activities are implemented. The College also takes a considerable care of employees and students at risk, providing necessary support and background. The College well describes strategies in different selection processes and staff support. The process of recruitment of new employees of the College of Polytechnics Jihlava is regulated by the internal directive Regulations of the Selection Procedure for Filling the Positions of Academic Staff. Recruitment process is transparent and based on professional consideration with providing equal opportunity for both genders. Strategy plan 2024 raise awareness of gender balance on top of Gender Equality Plans 2023-2025. As previously presented, there is considerable increase in leadership positions proportion of women. Also, within ten onsite visit it has been positively rated gender balance within the evaluation and personal remuneration system. The College is trying to increase the male-female ratio to close to 50-50 %, and in some subcategories the female employee's ratio shows an increasing trend. However, structured policies and proactive measures to ensure gender equity in leadership and research grants are not clear. The College has also ethical code Strategic Framework of Human Resources Development of the College of Polytechnics Jihlava. The race, gender, religion and age equality are respected in all the areas of the College activities. As part of the system of motivation of the College, academic workers are provided so called indirect incentives that promote balancing family and work life.

Recommendations:

- Enhance gender balance within the HE institution (academic / research staff / personnel) with focus on personnel as presented in future strategies plans.
- Develop a gender equality action plan aligned with national and/or EU-level equity frameworks.
- In the conversation with the female employees, they mentioned that a kindergarten for employees' children would be of great help.

4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)

Evaluate the described mobility of academic and researcher staff. Pay attention to whether the evaluated HEI achieves the set objectives, whether the mobility objectives are appropriately set for the HEI and whether the strategies in place lead to their achievement or help remove existing barriers to mobility.

Rating [1–5]:

2 - Below average

Qualitative assessment:

The College has internal system of supporting academics (professors and associate professors) to ensure their mobility, which is promoted on long-term basis (supported within Erasmus+ programme). However, there are no particular objectives and/or measures besides the mutual

collaboration based on research projects. Mobility activities exist (both short term and long term, incoming and outgoing) and are improved comparing to the last evaluation period, but very low. The travel restrictions imposed by COVID-19 have somewhat mitigated negative perceptions, particularly in comparison to other comparable institutions.

Recommendations:

- Help the employees seeking for financial support for going abroad, especially for long-term stays (many foreign universities have scholarships not only for students, but also for research secondments).
- Actively motivate employees for stays within e.g. Erasmus+ program and set it as a career development plan measure.
- Allocate protected mobility funds and negotiate reduced teaching loads for outgoing researchers.
- Ease the process for international travel (this could be possibly improved through implementing certified software to alleviate the process).

RESEARCH INFRASTRUCTURE

4.9 Research infrastructure

Evaluate the system described for the acquisition/optimisation of core facilities and other equipment and their renewal. Evaluate the system in terms of its effectiveness and suitability for the HEI. Also consider the system for sharing instruments and equipment, including core facilities and equipment of evaluated units. Use the data in Annex Table 4.9.1 to support your evaluation.

Rating [1–5]:

4 - Very good

Qualitative assessment:

Those are mainly the research projects, but also donations from the Vysočina Region are considered. Research infrastructure has been in majority funded from research projects. The College also secured resources from the Vysočina Region and companies participating in research. Additional high-value equipment has been received with the help of the National Recovery Plan. Unfortunately, the institute does not host large research infrastructure projects. Currently there is no urgent insufficiency in equipment. As a good practice, some departments flexibly and effectively share the equipment that encourage intersectoral cooperation.

Recommendations:

- Develop system for hiring / sharing and efficient use of equipment.
- Keep promoting intersectoral share of equipment outside the College.
- Try to host large research infrastructure projects.

FINANCES

4.10 Budget and structure of financial resources

Evaluate the budget and financial resource structure of the evaluated HEI in terms of its suitability for the HEI, i.e. whether the financial resource structure is appropriate for the size and type of the evaluated HEI. You should also pay attention to the ability of the evaluated HEI to attract prestigious research projects. Use the data in the annexed tables 4.10.1 to 4.10.5 to support your evaluation.

Rating [1–5]:

3 - Average

Qualitative assessment:

The structure is not explained by no means, only the information of the major financial resources, particularly LCDRO, funds for Specific University Research, project funding and contract research have been provided; there is partially clarified that part of the funds is allocated by the College of Polytechnics from its own resources, but any detailed explanation is missing. In general, the amount of the financial resources slightly increases year by year. The funding mix relies heavily on institutional support and project-based nationally allocated funding. EU-level grants are merging but limited. In none of the listed grants the College is the main beneficiary of the project, but only a partner.

Recommendations:

- Structure the budget in detail.
- Increase external fundraising efforts and build staff capacity in international project administration.
- Focus on projects supported by a foreign provider in the role of beneficiary of the College.

4.11 Rules for the use of institutional support for the LCDRO

Evaluate the strategy described and the rules for the use of institutional support for the LCDRO. In your evaluation, consider the effectiveness of the implemented strategy and policies and whether they contribute to the mission and vision of the HEI.

Rating [1–5]:

2 - Below average

Qualitative assessment:

The use of LCDRO support is governed by the College of Polytechnics' internal Guidelines on Long Term Support for Creative Activity and Quality. This is a document that sets out the basic systemic framework of support. The LCDRO funds are primarily used to support applied research aligned with institutional priorities. The rules for allocation are not transparent to all researchers and there is only general information on funds usage with giving two levels of funding directions: scientific activities and motivation (rewards) system.

Recommendations:

- Improve transparency of LCDRO allocation.
- Follow the effectiveness of the use of institutional support.
- Specify particular procedures to fund internal projects.
- Motivate and reward employees for scientific work by LCDRO.

NATIONAL AND INTERNATIONAL COOPERATION

4.12 Significant collaborations in R&D

Evaluate listed examples of significant R&D&I collaborations with respect to the effectiveness of the collaborations established, their proportionality and appropriateness to the type of HEI and its mission and vision.

Rating [1–5]:

3 - Average

Qualitative assessment:

The College gives multiple examples on national cooperation with focus on regional companies that strengthen its position as a partner for research. The College actively collaborates with the institutes of the Czech Academy of Sciences in the several fields of basic research. From the point of view of applied research, there is a strong link to the company OPTOKON in Jihlava, where the College fulfils its mission to be a strong regional partner for research and development. Collaborations are project-based and contribute to practical outputs. International collaborations are limited but growing and should be more encouraged. There is a cross-border collaboration with Austria and a Memorandum of Understanding with a Taiwanese university. The impacts are evident, but their strength falls short of expectations.

Recommendations:

- Attract more regional or even national companies.
- Extend the network of foreign partners.
- Systematize partnership development, with a focus on structured international alliances.
- Use connections of recognised researchers to be involved in international consortia.
- Focus on projects supported by a foreign provider in the role of beneficiary of the College.

STUDIES

4.13 Doctoral studies	
Evaluate the described organisation of doctoral studies. Pay attention to the setup and quality of the processes, as well as their effectiveness through basic statistics, such as drop-out rate or data on the future career of graduates.	
Rating [1–5]:	N/A - Not Applicable
Qualitative assessment: The College of Polytechnics Jihlava is a non-university type HEI and does not implement doctoral study programmes.	
Recommendations: • Explore cooperation with universities for joint doctoral supervision. • Create a so-called doctoral sub-programme, which means teaching takes place partly in Jihlava and partly at another university, and this other university awards the doctoral degree. This will give the opportunity for lecturers and students to enter Ph.D. program and related research.	

IMPLEMENTATION OF RECOMMENDATIONS

4.14 Implementation of recommendations in Module 4	
Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.	
If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.	
Rating [1–5]:	3 - Average
Qualitative assessment: The College has partially reflected the particular recommendations. However, some of them are described only vaguely. Based on additional material provided by the College there is evidence on implementing system of staff evaluation Performance & Quality Management System for motivation on staff scientific development. Developing master's programs was meant to encourage young scientist to stay within the university, however number of employees under 29 is still low. There is evidence on some development in section of international cooperation and amendments in the web pages / English version that could potentially attract international cooperation. Also, some development on sharing equipment has been made from last evaluation recommendations. Some of them are not implemented at all (e.g. open access).	
Recommendations: • Reflect on each recommendation with clear evidence and explanations what has been done during the evaluating period. It would be beneficial to avoid providing only general statements.	

MODULE 4 RATING

MODULE 4 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 4. Assess the overall state of the research and institutional environment and the quality of the internal processes of the HEI. Consider whether and how the set processes contribute to the fulfilment of the HEI's mission and vision.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
4.1 Organisation and management of R&D&I	5 - Outstanding
4.2 System of support for a quality R&D&I environment and incentive measures for quality science	4 - Very good
4.3 Quality control system for R&D&I environment	4 - Very good
4.4 Sustainability and resilience of R&D&I	4 - Very good
4.5 Structure of human resources	3 - Average
4.6 Academic and Research Careers	3 - Average
4.7 Gender equality measures	4 - Very good
4.8 Mobility of academic and research staff (including sectoral and inter-sectoral mobility)	2 - Below average
4.9 Research infrastructure	4 - Very good
4.10 Budget and structure of financial resources	3 - Average
4.11 Rules for the use of institutional support for the LCDRO	2 - Below average
4.12 Important collaborations in R&D&I	3 - Average
4.13 Doctoral studies	N/A - Not Applicable
4.14 Implementation of recommendations in Module 4	3 - Average
AVERAGE RATING	3 - Average
GRADE [A–D]	C

Summary assessment:

Overall, in the SER for Module 4, there is a lot of examples and details given, however some parts are written partially, so there could be given more details with clear examples (e.g. academic staff mobility activities to promote, support and develop this area; overall budget distribution; rules for the institutional support for the LCDRO). The College demonstrates an adequate level of institutional maturity. Its R&D&I systems are proportionate to its mission, with effective alignment to regional needs. Areas for clear development include career structure, internal evaluation systems, and mobility support. The College has very well-developed system for the recruitment and career development of academic and research staff. The gender and age structure of the College is balanced and stable. The College has developed national and international cooperation with university and industrial partners in its research topics.

The human resource base reflects a teaching-heavy workload. Gender balance is generally maintained, but internationalization is low. The age structure shows some vulnerability, with a reliance on mid- and late-career staff in key disciplines.

Summary recommendations:

- Try to create a so-called doctoral sub-programme or participate and/or explore cooperation with universities for joint doctoral supervision.
- Improve the visibility of the research activities and continue to increase project activities.
- Support and develop regional, national & international cooperation and results of your research dissemination to be recognized widely at each level.

MODULE 5 – STRATEGY AND POLICIES

5.1 Mission and vision of the evaluated institution in R&D&I

Evaluate the described vision and general mission of the university emphasizing R&D&I (in context of its educational function and the educational policy strategy of the state or the relevant ministry for higher education. Compare the defined mission with reality. The evaluation should consider how the mission and vision of the HEI has been fulfilled in the past five-year period and whether the vision for the next five-year period is adequately set and realistically achievable.

Rating [1–5]:

5 - Outstanding

Qualitative assessment:

The College as a professionally oriented public higher education institution of a non-university type is focused on applied education, providing professionally diverse study programmes based on the needs of the regional labour market. The College also acts as an important regional player in the field of innovative development in collaboration with local companies. Comparing to the last evaluation period, there is a considerable improvement. The College uses all opportunities to get new projects (including strategic regional one), which help not only for increasing competences in research and development, but also acquiring new infrastructure. Last but not least, the College is fully active in the field of popularization of science. The College provides clear evidence of the improvements from the last evaluation. The mission and vision of the College of Polytechnics is described in the Strategic Management System of the College of Polytechnics, in the Strategic Plan of the College of Polytechnics for the period 2021+, and in other strategic documents of the College of Polytechnics. The mission and vision are clear and well described, strongly focused on regional contribution through applied research and education. The institution clearly aligns its R&D&I goals with societal needs and has begun to formulate a long-term research vision. Its mission is to provide professionally diverse study programmes based primarily on the needs of the regional labour market. The College conducts R&D activities in all 4 of its operating scientific fields. Currently the Social Sciences R&D&I capacity is the strongest, but according to the plan, the goal is to increase the ratio of engineering and technology field. Its vision is to be a recognised HEI in the field of applied development.

Recommendations:

- Foster international cooperation to attract foreign universities for future projects and potentially develop contract for foreign co-researchers.
- Attract a strategic partner from abroad and/or strengthen the links to the Taiwanese university.

- Define clear performance indicators for research goals and impact and increase alignment with national and EU policy priorities.
- Website of the College of Polytechnics in English language should be updated because some pages haven't been found (e.g. page for international cooperation).

5.2 Research and development objectives

Evaluate the set goals of the HEI in both the area of R&D&I and the development of the HEI as an institution. Consider whether the goals are adequately established in relation to the size and type of the HEI, as well as its mission and vision, and whether they are achievable within the proposed timeframe.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College set reasonable goals for system of research and development strategic management, attracting and motivating researchers, extending collaboration with external bodies and promoting research activities and the results. The goals for next 5 years period are clearly stated, coherent and well-targeted, within the research environment, R&D outputs and Priority Objectives 1, 2 and 3. These aims will support, visualise, promote and enhance HEI at regional, national and international levels. The specific intentions for future areas are considered in relation to meet the priority objectives and sub-objectives set out in the College of Polytechnics Strategic Plan 2021+. However, some of the objectives were already discussed in the last evaluation period (open science) and some of them (internationalization and excellence) require greater strategic clarity.

Recommendations:

- Set up measures and particular steps within the main goals with timeline.
- Completing the transformation of the College of Polytechnics research.
- Raise further awareness of the College as a research organisation regionally, nationally and internationally.
- Prioritize a smaller set of high-impact goals and ensure dedicated resources and monitoring tools are available.

5.3 Institutional instruments and measures for the implementation of the research and development strategy

Evaluate the described institutional and strategic instruments for the fulfilment of the research and development objectives regarding how they will contribute to the fulfilment of these objectives. In your evaluation, also pay attention to the possible absence of key instruments or measures.

Rating [1–5]:

4 - Very good

Qualitative assessment:

The College has defined all necessary institutional and strategic tools for support quality of R&D&I and the innovation environment. There are a lot of details and goals given on Strategy for R&D&I. Table 5.3.1 gives clear overview of measures and timeline of completion. They refer to LCDRO, internal grant competition, student grant competition, Gender Equality Plan, Code of Ethics, and commercialisation of results. The College uses internal seed funding, annual research plans, and an

R&D&I Council to guide implementation. These are adequate for the current scale. Institutional resilience as well as open science is not even partially implemented yet.

Recommendations:

- Prepare all strategic documents also in English.
- Introduce tools to track progress towards strategic outcomes.

5.4 Implementation of recommendations in Module 5

Evaluate how the HEI has reflected the recommendations from the previous evaluation of the IEP, if applicable.

If the HEI has not been evaluated before, the indicator will be marked as N/A – Not Applicable.

Rating [1–5]:

2 - Below average

Qualitative assessment:

The College has implemented the particular recommendations in a reasonable way, but solid examples and evidence are missing. There is obvious improvement in international cooperation, and the College is gradually working on that aspect, however conclusive proof of how the College is working on this aspect is missing. Some of the recommendations are described only vaguely (e.g. “discussed with the heads of the departments. They will continue to be worked with intensively and their implementation will be monitored.” What will be next?). At what stage is the preparation of the HR Award at the time of our evaluation? Related to PhD program, we did not recommend establishing it, but to develop cooperation with another HEI.

Recommendations:

- Prepare overview of recommendations from previous evaluation and show which were implemented in system, which not and why.
- Clearly outlining each step with supporting evidence would provide a stronger rationale for projects that are still in progress.

MODULE 5 RATING

MODULE 5 – SUMMARY EVALUATION

After evaluating each indicator, please provide an overall evaluation of Module 5. Evaluate the overall setting of the HEI’s strategic objectives and development plan.

The aggregate grade is determined in accordance with the rules of the Methodology HEI2025+ as a simple average of the scores for each indicator.

INDICATOR	RATING [1–5]
5.1 Mission and vision of the evaluated institution in R&D&I	5 - Outstanding
5.2 Research and development objectives	4 - Very good
5.3 Institutional instruments and measures for the implementation of the research and development strategy	4 - Very good
5.4 Implementation of recommendations in Module 5	2 - Below average
AVERAGE RATING	4 - Very good

GRADE [A–D]	B
Summary assessment: It has been evidenced that the College has made significant improvement in planning future research quality and strategic development. The College has strategic plans for the next five-year period that are completely focusing on the research, development, innovation, national and international cooperation and other creative activities of the College. The College has improved international cooperation according to earlier recommendations. The College has done a considerable progress in setting strategic objectives and measures for future development of quality research and development. However, there is still a room for improvement, as described in particular sections above. It is shaped by regional needs and institutional capacities, but College would benefit from deeper level of internal strategic planning and adoption of more robust implementation instruments. Summary recommendations: • Update the website of the College in English. • Identify and document the implementation status of measures that remain outstanding at the time of evaluation. • Regarding the capacities in 2025 (Table 5.1.1) and the upcoming five-year period (Table 5.1.2), and also regarding the research projects and on-site visit conclusions, consider the evaluation in FORD 5 in the next evaluation period.	

OVERALL EVALUATION IN MODULES 1 TO 5

OVERALL EVALUATION

Provide a summary evaluation of the HEI as a whole across all five modules. Justify your evaluation and highlight the main strengths and/or weaknesses of the evaluated HEI. The overall grade is determined according to the rules of the "Methodology VŠ2025+".

MODULE	MODULE WEIGHT	GRADE [A–D]
MODULE 1 and 2	50 %	D
MODULE 3	30 %	C
MODULE 4	10 %	C
MODULE 5	10 %	B
OVERALL RATING		D – Bellow average

Qualitative assessment:

The College play an important role of the higher education institution in the Vysočina Region. It is a professionally oriented public higher education institution of a non-university type, with a clear mission and vision, focused on applied education, providing professionally diverse study programmes based on the needs of the regional labour market. The College also acts as an important regional player in the field of innovative development in collaboration with local companies.

The College has made a good improvement from the last evaluation period. The management of the College is logically structured at each level from top management to supporting centres and such setup is convenient to run and control teaching, research and development activities. The headquarters provide full support to the researchers preparing and investigating projects according to the internal guidelines. The College has implemented systems and measures towards sustainability and resilience of research and development, supported by internal regulations. The College has a robust quality assurance system. The College has system for career growth for academic staff Development Strategy, Career Regulations and Evaluation of Academic Workers of the College of Polytechnics Jihlava. The structure of human resources is almost stable comparing to the last evaluation period, well balanced from the gender point of view. However, the mobility of employees is low. The College has implemented standard procedures for acquiring equipment and is well equipped related to the research projects. The use of LCDRO support is governed by the College of Polytechnics' internal Guidelines on Long Term Support for Creative Activity and Quality, however not well described.

The College demonstrated national and international recognition in various fields of R&D&I. The College is proactive in securing solid funding for numerous research projects across different departments, from both public and private sources. The projects produce socially impactful research with applied results. There is a wide spectrum of clear evidence on the successful implementation of research project results in practice with mainly local impact. The College provides transparent evidence of transferring results into practice as the results are applied in most cases by the main project beneficiaries. The popularization of the college including its study programmes and research

results is excellent. The College is very active not only at social networks but also organizes dedicated events.

The College of Polytechnics has developed a Strategy for Scientific, Research, Development, Innovation and Other Creative Activities of the College of Polytechnics. The goals for next 5 years period are clearly stated, coherent and well-targeted, within the research environment, R&D outputs and Priority Objectives

Finally, the IEP acknowledges with concern that the overall rating falls under rating “D - Below average” due to the significant weights of M1 and M2 in overall rating. All members of IEP from the last evaluation period and new members based on SER agreed that the College has improved their performance in many fields. As reported in individual sections, evident improvement has been recorded and evidenced, awarded by the grades in particular sections.

Recommendations:

The particular recommendations are stated in each section, those below are the most important recommendations to be considered.

Although the College performs well during the evaluation period, there is still a room for further improvement in research and management areas.

It would be useful to initiate a motivation system for acquiring new projects. There is a space for digitizing further processes, implement AI into them and introduce a long-term sustainability planning. The College should expand the role of the Ethics Committee to include evaluating research proposals and overseeing ongoing projects, specifically to ensure that human-related ethical considerations are properly addressed whenever relevant in the research.

The College should set up a clear plan towards HR Award to meet all criteria required. It should also attract new professor and/or associated professor and foreign experts to come to the College. The College shall strengthen the mobility of academic employees. Even the College cannot hold a Ph.D. programme, a strategic partnership with another university (either in the Czech Republic or abroad) for co-hosting Ph.D. students would be beneficial. The College should improve the transparency of using LCDRO and use this fund for motivating employees.

IEP also recommends strengthening the international cooperation by inviting recognised researchers for both short and long interns, enrolling more own scientists as members of editorial boards, and encouraging students for international mobility. Regarding the international cooperation, the College shall attract more foreign countries for cooperation and focus on foreign grants, supported by a capacity allocated for grant writing and project management. As an owner of the Travel Agency, there is still space to develop more projects in tourism. The College shall look more proactively at wider users of the research results in public. The College shall strengthen its institutional infrastructure for knowledge transfer, including dedicated staff, incentive systems, and long-term strategic partnerships. For further strengthening the popularization activities, the college should try to organize some big international conference and use the potential of the Travel Agency.

Due to the international environment of research and development, it could be useful to prepare website and all strategic documents also in English. Regarding the capacities in 2025 and the upcoming five-year period, and also regarding the research projects and on-site visit conclusions, consider the evaluation in FORD 5 in the next evaluation period.